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# IN REVIEW

## **Renovations At NPS Take Off**

January 2009





# PRESIDENT'S MESSAGE



As we begin a new year here at NPS, we can reflect on several significant changes and improvements to both our academic and facilities operations. First, I am pleased to announce the formation of a new academic group, the Global Public Policy Academic Group (GPPAG), chaired by Dr. C. J. LaCivita. This interdisciplinary group will study national security implications of globalization. By broadening understanding of forces of globalization and their potential impact on US national security policy, NPS endeavors to not only inform, but to also help shape, national policy. There is a need for graduate degree programs that take place at the intersection of traditional

disciplines and professions, and involve faculty from a variety of departments. By creating an administrative structure that reaches across departments and schools, NPS is able to develop curricula and undertake research more effectively and with greater impact.

A second important change on the academic front is establishment by the Navy of a new Advance Education Review Board (AERB). The AERB will be chaired by the Vice Chief of Naval Operations and is significant in that, for the first time, leadership of all three Navy higher education institutions (NPS, the Naval Academy and the Naval War College) will come together. This new board signals increased commitment and recognition by the Navy of the importance of higher education.

As you will see in the pages that follow, this issue of *In Review* is dedicated to capturing the many improvements happening to NPS facilities in and around the Monterey campus. Just last fall, a decision to change NPS status from a Navy facility to an installation was announced. Recently, we were informed that this change in status will be accompanied by an immediate \$4 million increase in maintenance funding. This substantial increase will enable NPS to undertake a myriad of replacement, support, and facilities upgrades that have been needed for some time. In addition, this past year a new wing was added to Glasgow Hall and the entry courtyard completely landscaped. New parking lots were completed behind the building. A Free Electron Laser lab was constructed. Herrmann Hall has a newly resurfaced drive and the interior is being refurbished in anticipation of the upcoming Centennial. The Dudley Knox Library is undergoing a major renovation which will bring improvements to study space and research services. Coming in 2009 will be a new extension of Ingersoll Hall which currently houses the Graduate School of Business and Public Policy as well as Information Technology and Communications Services. Root and Spanagel Halls will each undergo renovation as well.

2009, our Centennial year, promises to bring many changes and advancements to the Naval Postgraduate School but our commitment to the highest quality graduate education and research remains unchanged. I hope you will enjoy reading about our latest achievements in this issue.

# IN REVIEW

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ON THE COVER: A construction man verifies measurements at the steps of the grand courtyard that lies in the shadow of Glasgow Hall. Four newly installed fountains in the courtyard provide soothing sounds that spring from gurgling waters and add a touch of calm for students to enjoy.

Full versions of all articles are available at  
[www.nps.edu](http://www.nps.edu)

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## CCMR Hosts Seminar *By MC2 Kellie Arakawa*


The Naval Postgraduate School Center for Civil-Military Relations (CCMR) recently hosted a defense transformation seminar to assist defense planners with the transformation of their national militaries, using capabilities-based planning methodologies.

The seminar, "International Defense Transformation," was headed by retired Navy Capt. Scott Jasper and delivered in partnership with Headquarters, Supreme Allied Command Transformation, U.S. Joint Forces Command, Joint Experimentation Directorate, Army Command and General Staff College, and U.S. Pacific Command.

During the two-week-long course, military and civilian participants from 10 different countries engaged in practical exercises, lectures and case studies to increase their effectiveness in developing and transforming national security capabilities. Coursework for the seminar also included elements of defense transformation, approaches for analysis and capability development for future security environ-

ments, and concept development and experimentation.

Throughout the seminar, students participated in an exercise that required them to develop national strategies for responses to conflicts and threats, deployable capabilities for multinational crisis response missions, and capabilities for supporting disaster relief efforts. Threats for the practical exercise scenario included terrorist attacks on infrastructure, natural disasters, organized crime, maritime conflict and potential weapons of mass destruction proliferation.

First-time participant Maj. Rohan Hibbert, Officer in Command at Headquarters Company, First Battalion The Jamaica Regiment, said he valued the diversity of the student participants, as well as the operational experiences of the instructors and facilitators. "The good thing about the program is not only the dynamic nature of it, but the facilitators who have experience in Iraq or Afghanistan and other countries. They're able to bring their own experiences to the table," Hibbert said. 

## University Leaders Discuss Economic Impact of Local Education, Research

*By MC2 Kellie Arakawa*

Leaders from higher-education institutions across the Central Coast met during the Competitive Clusters Second Annual Higher Education and Research Leadership Summit to discuss the future of higher education and its impact on the local economy.

The Competitive Clusters Initiative was developed in March 2003 by the Monterey County Business Council and County of Monterey to facilitate collaborative efforts among regional industries. The Education and Research Cluster aims to bolster an awareness of Monterey County's educational assets, as well as enhance institutional partnerships.

Mary Claypool, the Executive Director of the Monterey County Business Council, said the premise of the leadership summit was to increase communication among the institutions and foster the sharing of ideas. At the meeting, NPS President Daniel Oliver provided an overview of regional models for partnerships among education, community and industry. Oliver also discussed Monterey's diverse educational programs and highlighted several contributions NPS has made to the greater community.

Nearly two dozen higher-education and research institutions reside in the Monterey Bay, giving the area a diverse academic culture. Military schools such as the Defense Language Institute and Naval Postgraduate School are members of the competitive cluster, as are graduate-level programs and research institutes like the Monterey Institute of International Studies and the Monterey Bay Aquarium Research Institute.

## Doug Brook Takes Second Hat as DoD Chief Financial Officer

*By Barbara Honegger*

Less than a year after taking leave from the Naval Postgraduate School Graduate School of Business and Public Policy to become the Navy's Assistant Secretary for Financial Management and Comptroller, GSBPP Professor Doug Brook has taken on a dual hat as DoD's chief financial officer, Acting Undersecretary of Defense (Comptroller).

"This is a great opportunity to view the Department of Defense enterprise from an OSD perspective after having viewed it from two of the services," Brook said. "This new higher-level experience will definitely enrich my teaching and research agenda when I return to NPS."

Seeing NPS alumni in the Pentagon has been a high point during Brook's time in office.

"What a great experience it's been to run into so many senior officers who went to NPS in the halls of the Pentagon," Brook said. "The NPS presence here is quite strong and I'm pleased that so many of my NPS colleagues come through."

Brook, as the Navy's CFO, initiated a new Scholar in Residence Program last year that


also brought current NPS faculty members to the Pentagon.

"The Scholar in Residence Program has been very successful," Brook said.

"All the resident scholars have been enormously valuable in bringing their different perspectives to help the office conduct its work, and were able to do research while here that feeds back into their NPS teaching and research."

"Dr. Brook's appointment as DoD's chief financial officer is a testament not only to his abilities, but will be an important resource for NPS when he returns," said GSBPP Professor Philip Candreva.

"This new appointment is a reflection of his many years of excellent government service and shows what a super job he did for us in the De-

partment of the Navy [as comptroller]," said former GSBPP Dean Robert Beck. "He'll now be able to make even broader contributions as CFO for all of DoD." 



# NPS Welcomes New Director of Programs for San Diego

By MCSN John Fischer

The Naval Postgraduate School has brought onboard a new Director of Programs in San Diego.

Retired Rear Adm. William D. Rodriguez, also a Professor of Practice in Systems Engineering and the Deputy Director for the Meyer Institute, accepted his positions on Aug. 15, 2008, and officially began his duties on Sept. 29.

"I found a real passion for mentoring within the Engineering Duty Officer Community and teaching at the Engineering Duty Officer School in Port Hueneme, [Calif.]," said Rodriguez. "I've always believed in continuing education for our sailors, officers and civilians. I want to return the favor of growing and coaching our people. A lot of people have done that for me and I'm glad to be able to return that favor."

"President Oliver understands the people, the education, and the value of the education," said Rodriguez. "Provost [Leonard] Ferrari has fresh ideas, not just about the educational experiences here, but also expanding the school and outreaching to our industry partners and to other schools."

"Our skills, education system and ideas fully support the Systems Commands' Competency Alignment Organization – business and finance, contracting, logistics and engineering," he said.


Rodriguez said he believed that education is part of personal growth, "whether it be resident or off campus."

He mentioned the Chief of Naval Operations' interest in creating combined learning centers in Fleet concentration areas such as Norfolk, Va., and San Diego.

Adm. Gary Roughead, the Chief of Naval Operations, stated before the House Armed Services Committee while discussing The Cooperative Strategy for 21st Century Seapower Dec. 13, 2007, "If we are to pace the security challenges of this century and execute our strategy, our Manpower, Personnel, Training and Education Enterprise must continue to evolve. We must recruit and retain high-quality young



men and women to lead the Fleet tomorrow. This will be a more specialized, technically capable, better educated, more culturally diverse and culturally aware Navy than today."

This statement, as well as other statements and official priorities of prior CNOs, shows the necessity of an institution like NPS, said Rodriguez. "NPS is at the heart of educating our workforce for the 21st century. That's how we take care of our own." 

## ONR Director Rallies Students at SECNAV Guest Lecture

By Barbara Honegger


Office of Naval Research (ONR) Executive Director Dr. Walter Jones rallied students with his guest lecture "Sustaining the Edge: Serving the Next Generation Warfighter Now," at the Naval Postgraduate School, Nov. 25.

As ONR's senior civilian manager, Jones provides executive, technical and scientific direction for the agency's mission of planning and managing advanced science and technology research for the Department of the Navy.

"This is my third visit to NPS within the year I've been with ONR, and every time I see something important and interesting," he told the students. "You're very lucky to be here. This is a wonderful place and a critical part of the

Navy's Science and Technology Enterprise."

Prior to the lecture, Jones toured labs to see current examples of ONR-sponsored research.

"It was important for him to see these NPS-ONR collaborative points," said Director of ONR's Corporate Strategic Communications Office David Nystrom, who is a research associate with the Cebrowski Institute for Innovation and Information Superiority. "Among the programs he was able to be briefed on and interact with were the advanced computational facilities and the MOVES [Modeling, Virtual Environments and Simulation] motion platform and indoor simulator marksmanship trainer." 

## Center for Stabilization and Reconstruction Studies

The National Defense Authorization Act included a section outlining a number of authorities for and requirements on the State Department and USAID related to strengthening U.S. government civilian capability for stability and reconstruction activities. The law establishes the State Department Office of the Coordinator for Reconstruction and Stabilization. Of direct interest to us, the legislation instructs the Secretary of State to "ensure"... that State and USAID staff "make use of relevant existing training and education programs offered within the government, such as those at the Center for Stabilization and Reconstruction Studies here at NPS."

The Center for Stabilization and Reconstruction Studies (CSRS) has received a grant from the Compton Foundation to underwrite travel costs for representatives from non-governmental organizations (NGOs), inter-governmental organizations (IGOs), and non-U.S. government civilian agencies to participate in CSRS courses. CSRS, a teaching program for practitioners of humanitarian, peace and stability operations, regularly convenes mixed groups of NGOs, IGOs, government civilians, and representatives of the armed forces. For the list of upcoming programs and application information, please see [www.csrns-nps.org](http://www.csrns-nps.org).



# CSRS INITIATES CROSS-COMMUNITY EFFORT TO PREVENT CONFLICT IN ARCTIC REGION

By MC2 Kellie Arakawa

To unite stakeholders who hold varied interests in the Arctic region, the Naval Postgraduate School (NPS) Center for Stabilization and Reconstruction Studies (CSRS) recently co-hosted a two-day conference that addressed the economic, cultural, scientific, security and political implications of the region's dramatic change in climate.

"On Thin Ice" gave approximately 170 participants – representing industry, environmental, indigenous, government civilian and military groups – an opportunity to work toward preventing conflicts that may arise as global warming transforms the Arctic landscape.

"When those of us in the conflict management field look at this region, we see it is rife for political, human confrontation," said Matthew Vaccaro, CSRS Program Director. "We don't expect violent conflict, but it certainly seems to us there is a high risk for much disagreement and political confrontation between stakeholders."

CSRS, a conflict prevention and conflict recovery program that provides educational opportunities for practitioners of peace and stability operations, drew guidance for the event from the U.S. military's new maritime strategy. The strategy emphasizes the need to prevent future wars through relationship building and cooperative approaches.

Dr. Tatsushi Arai, Assistant Professor of Conflict Transformation for the School for International Training, opened the conference by urging participants to establish a responsibilities-based approach to solving potential conflicts. "None of us in this room can solve our own sector's problems without reaching out to other sectors ... that is the challenge," he said. "When things are interconnected, it gives us an opportunity to activate peace and deactivate destructive potential."

Throughout the event, researchers and representatives from each stakeholder group shared their knowledge of the Arctic's current environment and led focused discussions on the region's future.

Dr. Wieslaw Maslowski, a research professor for the NPS Oceanography Department, outlined the Arctic's current and future physical state, offering research that shows the ice is melting at a much faster rate than most models indicate. Maslowski called many of the current prediction models "too conservative of the current realities," and warned that if the warming trend continues, the Arctic may experience an ice-free summer as soon as 2013. The implications of an ice-free Arctic include the establishment of new shipping routes, international interests in natural resource development, and defense issues posed by limited capabilities for search and rescue missions.

Carroll Muffett, Deputy Campaigns Director for Greenpeace U.S.A., spoke about concerns for the Arctic's wildlife. He described the Arctic as one of the few relatively pristine ecosystems left on the planet, with only four to five percent of the region having been explored. Muffett also spoke specifically of global warming's effect on polar bears, a species completely dependent on the Arctic ice. If projected sea ice conditions are realized, he said, approximately two-thirds of the world's polar bear population will be lost by mid-century.

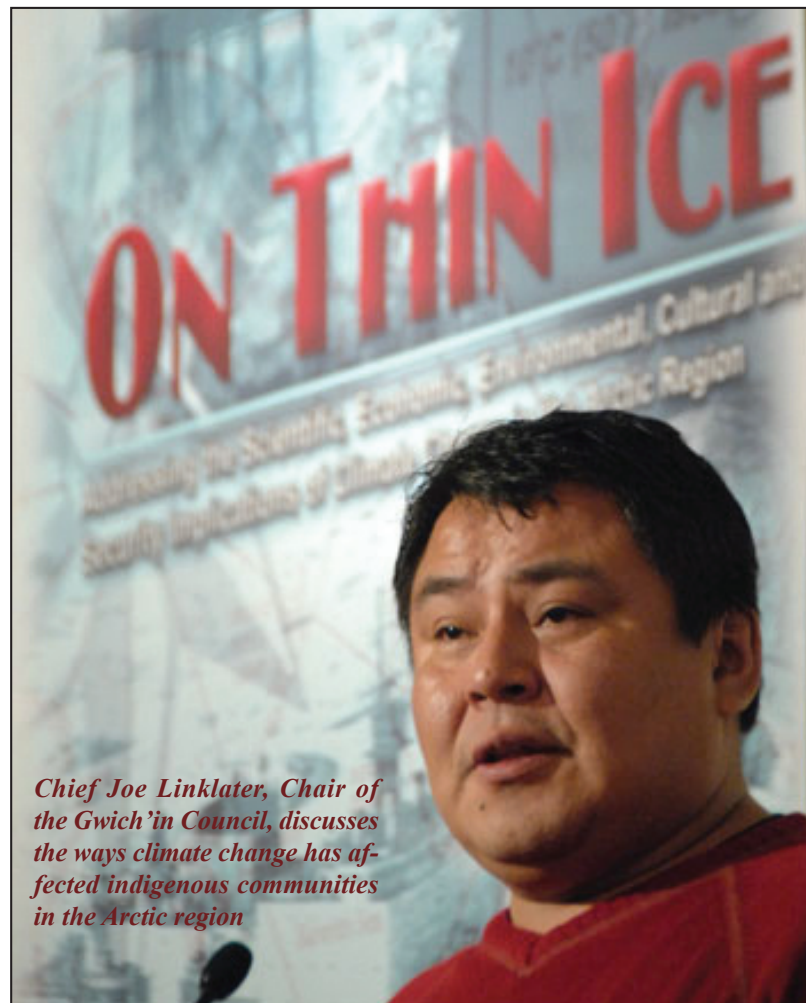
Chief Joe Linklater, Chair of the Gwich'in Council, discussed cultural perspectives of the Gwich'in community, an indigenous nation in the Arctic region. Because global warming has affected the region's natural resources, traditional Gwich'in knowledge is becoming less reliable and transforming the mindsets of younger generations, Linklater said. He emphasized the need to include the indigenous perspective in decision-making processes, and said that all groups, whether they're environmental, political or a part of industry, need to consider how their decisions will affect the lives of the indigenous communities.

NPS President Daniel Oliver also addressed the participants and said it was fitting for an institution like NPS to express interest in an event aimed at preventing conflict. U.S. national security policy clearly recognizes the effects of globalization, and NPS is an international institution that understands the importance of preventing wars in addition to winning them, Oliver said. "Something like this, where we're really at a new frontier trying to predict the future at the same time that we're trying to address the issues ... is a very important task," he added.

Maj. Patrick Whelan, the Air Force Representative at NPS, said he was surprised to learn how quickly the Arctic region is changing. As a result of the conference, Whelan said he plans to personally connect with some of the groups represented in the panel discussions.

For Vaccaro, the conference reaffirmed the need to unite various communities, in spite of their competing interests, to work collectively toward a solution. "The changes that are happening in the Arctic region and the potential for confrontation is so complex that you really have to involve a large group of stakeholders to come up with innovative solutions," he said.

"We know that we've built new relations and new understandings, but what the participants do with that is up to them," Vaccaro continued. "We think and we hope that in six to 12 months time, we'll have a number of examples of how participants made good use of the new knowledge and relationships that they started here in Monterey, and that they continue meeting, dialoging and brainstorming to work on



*Chief Joe Linklater, Chair of the Gwich'in Council, discusses the ways climate change has affected indigenous communities in the Arctic region*

# NPS Welcomes Nobel Laureate

By MC2 Kellie Arakawa

Dr. Herbert Kroemer, a professor from the University of California Santa Barbara who was awarded the 2000 Nobel Prize in Physics, visited the Naval Postgraduate School (NPS) Oct. 23-24 to deliver a distinguished guest lecture for the Graduate School of Engineering and Applied Sciences (GSEAS).

The two-day visit included tours of classrooms and laboratories, discussions with GSEAS students, and meetings with department chairs and faculty. Dr. Sivaguru Sritharan, the Dean of GSEAS, said Kroemer's visit was part of an effort to develop greater levels of academic excellence, part of his vision for the school.

Bringing in scientists of the highest caliber, or "architects of modern science and technology," on a regular basis will be an important component of the GSEAS academic and scientific curriculum, Sritharan said.

Kroemer, who received his doctorate degree in theoretical physics in 1952 from the University of Gottingen, Germany, shared half of the 2000 Nobel Prize in Physics with Zhores Alferov for "developing semiconductor heterostructures used in high-speed and opto-electronics." His most notable scientific accomplishments include the development of the double heterostructure laser, which helped create compact discs (CDs), digital versatile discs (DVDs) and fiber communications.

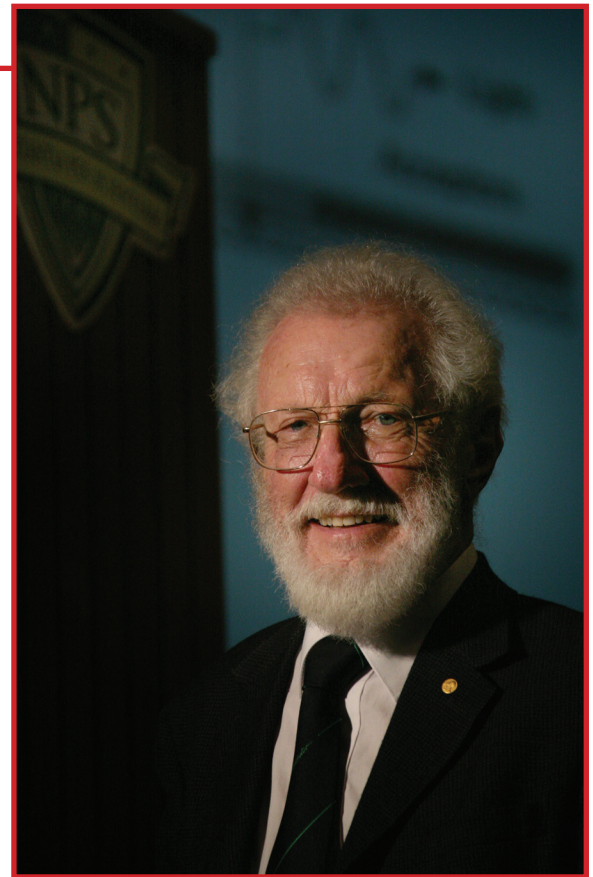
From Sritharan's observations, Kroemer's visit was extremely stimulating for both students and faculty, who were excited to engage in some of


the highest levels of scientific dialogue. "Graduate students are not often given the opportunity to meet with a Nobel Laureate unless they are attending a very elite university such as an Ivy League school," Sritharan said. "My vision is to emulate that caliber of intellectual climate, so that students who come here to study get to meet scientists of the highest caliber who will be inspirational and provide something for students to remember for many years to come."

Kroemer's guest lecture, "Heterostructures: From Physics to Devices and Back," focused on his research and philosophy on scientific innovation. The professor informed students that scientists and researchers cannot predict specific principal applications, but can identify promising general research directions that are likely to provide opportunities.

The path from science and technology to applications is "opportunistic, not deterministic," and directing all research toward already predictable applications "ultimately retards long-term progress rather than advancing it," he stated. Kroemer pointed to the development of the radio and nuclear technology as examples of applications that originally resulted from open-ended, scientific research.

Since receiving the Nobel Prize, Kroemer said he has received numerous speaking invitations, many of which he has declined. However, he in-



dicated that he gladly accepted the request to visit NPS and its students. "I like to take on invitations that involve speaking with students, because if I, at the end of a very successful and satisfying career, can help just a small handful of people embark on something that makes them happy, and makes a difference to society, then I feel that it's time well spent," he said. 

## '84 Classmates Receive DA Awards in Dual Ceremony

By Barbara Honegger

Two graduates of the Naval Postgraduate School December 1984 class were honored with Distinguished Alumnus Awards in a dual ceremony in the Barbara McNitt Ballroom, Dec. 19. NPS President Daniel Oliver presented the back-to-back awards to Chief of Naval Personnel and Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) Vice Adm. Mark E. Ferguson III and U.S. Army North (Fifth Army) Commanding General Lt. Gen. Thomas R. Turner.

Ferguson had just delivered the keynote address at the Fall 2008 graduation ceremonies, and Turner flew in from Fort Sam Houston to support his Army North graduate, retired Air Force Lt. Col. Vincent Sharp, who earned a Master of Arts in Homeland Security. Both alums graduated with distinction – Ferguson with a master's degree in computer science and Turner with a master's in systems technology (command, control and communications) – but had never met until returning to their alma mater two and a half decades later.

A surface warfare officer, Ferguson graduated with distinction from the U.S. Naval Academy in 1978. In addition to his degree from NPS, he completed a National Security Fellowship at the John F. Kennedy School of Government at Harvard University and is a graduate of the Air Command and Staff College. Assuming duties as the Navy's 55th personnel chief on April 16, 2006, Ferguson oversees planning and programming for all Navy manpower, personnel, training and education re-

sources; budgeting for Navy personnel; development of systems to manage total force manpower, personnel training and education resources; and assignment of all Navy personnel.

A 1974 graduate of the U.S. Military Academy commissioned as an Infantry second lieutenant, Turner assumed responsibilities as head of Army North, the army command under NORTHCOM created in the wake of Sept. 11, in Dec. 2006.

Turner was Executive Assistant to the Commander-in-Chief, U.S. Atlantic Command and Supreme Allied Commander Atlantic in Norfolk, Va. In Aug. 2001, he became Deputy U.S. Military Representative to the NATO Military Committee in Brussels. He assumed command of U.S. Army Southern European Task Force (Airborne) in Nov. 2002 and was deployed as Commander of Joint Task Force Liberia. Turner became Commanding General of 101st Airborne Division (Air Assault) at Fort Campbell during Operation Iraqi Freedom.

"This is a total surprise. I only learned this morning," Turner said following the ceremony. "The Naval Postgraduate School is a wonderful learning environment and a great opportunity to meet and interact with members of all the other services, Defense Department civilians and international officers. I only wish I'd known Admiral Ferguson while we were here. It took us almost 25 years to finally meet, and this was a great way to do it."



By MC2 Kellie Arakawa and MCCS (AW/SW) Jacqueline Kiel

To promote global awareness among the military and local community, the Naval Postgraduate School (NPS) recently partnered with the Defense Language Institute Foreign Language Center (DLIFLC) and the Monterey Institute of International Studies (MIIS) to host "Windows to the World," an educational film symposium that showcased 15 documentaries from more than a dozen countries.

The four-day symposium, hosted by a different institution each day beginning Oct. 16, highlighted international themes of political activism, democracy, cross-cultural conflict and economic struggle through documentaries provided by the Independent Television Service International's Global Perspectives Project.

Under the leadership of Windows to the World Executive Director Paula Jordanek and NPS Provost Leonard Ferrari, committee members from DLIFLC, NPS and MIIS selected and screened films that covered a myriad of political and social topics ranging from child labor in Bolivia to multi-party elections in Egypt.

Retired Navy Capt. Bill Shewchuk, the Executive Assistant to the Dean of the NPS School of International Graduate Studies, said the symposium was intended to enhance the educational experience students receive while at NPS, DLI and MIIS, and to share a cultural learning program with the local community.

"A major emphasis from the Department of Defense today is increasing partnership capacity, and the way to do that in a more effective manner is to be aware of the culture and language in the environments in which you're operating," he said. "And cultural awareness is important for everybody, not just to the military community."

On Friday, Oct. 17, Windows to the World hosted a community screening of "Iron Ladies of Liberia" at the Golden State Theater in downtown Monterey. Filmed in 2006, the documentary followed the inaugural year of Ellen Johnson-Sirleaf, the first female president ever to be elected in an African nation, and the challenges her predominantly-female administration faced as they worked to rebuild the war-torn country of Liberia.

Immediately following the screening, Army Col. Sue Ann Sandusky, Commandant of DLIFLC, moderated a discussion with Jonathan Stack, the film's Emmy award-winning executive producer.

Rep. Sam Farr (D - Calif., 17th District) showed his support for the symposium and emphasized the greater need for cultural awareness programs. "In Congress, we heard testimony from General Abizaid, who was the CENTCOM [Central Command] commander in the Middle East, and he indicated that he would never have been successful in that command position had he not learned Arabic at the Defense Language Institute," Farr said. "More importantly, he told the committee that America will never be able to achieve peace unless we learn to cross that cultural divide."

Farr called the event a valuable opportunity for both the military and local communities to enhance their awareness of other cultures and learn more about each other. "This film festival is exactly what's needed for the military to interrelate with the community," he stated. "If we can't cross the cultural divide on the Monterey Peninsula with the civilian and military communities, how can we ever expect to cross the cultural divide in another country?"

NPS held its portion of the film symposium on Saturday, Oct. 20. Each of the films was presented by a subject matter expert on the region depicted in the film, and each was followed by a question and answer period with the presenter. For the Columbia film, Dr. Thomas Bruneau, Distinguished Professor in the Department of National Security Affairs (NSA), discussed "ABC Columbia," a portrait of a rural community in a cocaine growing field in Columbia as shown through the eyes of two boys.


Dr. Mikhail Tsyarkin, also in NSA, is a subject matter expert on Russia and the Soviet Union. He presented, "Story of People in

War and Peace." This film was about the 1989 through 1994 Karabagh War, a war that many believe was one of the first signs of the Soviet Union's collapse.

For the film "Iranian Kidney Sale" Assistant Professor of Islamic Studies in NSA, Dr. Abbas Kadhimi, was the presenter. In Iran, the sale of kidneys is legal, and it is regulated. In the film, the story is told by two young Iranians who had each decided to sell a kidney.

"Shadya" focused on an Arab-Israeli teenage girl who is a karate champion, and told of what she faces in terms of family dynamics, independence and religion, among other things. The presenter of this film was Dr. Anne Marie Baylouny, who is an NSA Assistant Professor who specializes in Middle East politics, social organizing and Islamism.

Baylouny also presented the evening's final film, "Bridge Over the Wadi," a poignant documentary about the first year of operation of a binational, bilingual school in the Wadi Ara village where Arab and Israeli parents established the school to attempt to create a positive model of coexistence.

Sandusky later reflected on the symposium's significance and said the educational event helped Monterey solidify its reputation as the leading destination for language studies and cultural learning. "With this effort where MIIS, DLI and NPS are cooperating in an event that has so much foreign language and culture content, I think that has to send the message to people here on the Monterey Peninsula and the wider community that indeed, very exciting and cultural things are happening here, and we have every right to claim the title, 'Language Capital of the World.'" 

*Army Col. Sue Ann Sandusky (left), Commandant of the Defense Language Institute Foreign Language Center, leads a discussion with Jonathan Stack (right), an award-winning executive producer for "Iron Ladies of Liberia."*



# NPS Professor to NATO and U.S. Afghanistan Commander: *"It Takes the Villages"*


By Barbara Honegger

"To win, it will take the villages," stated Professor Thomas Johnson, director of the Program for Culture and Conflict Studies (CCS) at NPS, to Gen. David McKiernan, Commander of the U.S. and NATO forces in Afghanistan.

The message represents a 180-degree change from the way the U.S. and its coalition partners have waged the war against the Taliban since Operation Enduring Freedom began.

"We have to fundamentally revise our goals and our means of achieving them," Johnson stressed. "The center of gravity of social organization in Pashtun areas, where the Taliban has its base, is the tribal villages and surrounding districts."

Johnson's message seems to have gotten through. Chairman of the Joint Chiefs of Staff Adm. Mike Mullen told journalists that the situation in Afghanistan will probably get worse "barring rapid, major improvements to bolster district and tribal leaders" to offset the weak central government in Kabul.

Johnson's campaign to educate top military and government officials is just a part of the CCS program, which he founded at NPS in 2007 in coordination with the Department of National Security Affairs. The program is dedicated to providing accurate, detailed and up-to-date anthropological, ethnographic, social, political, security and economic data at the provincial, district, tribal and clan levels of analysis. 



*Professor Thomas Johnson, left, presents an NPS coin to Jalalabad Mayor Lal Agha Kaker, in appreciation for his dedicated service to the people of Afghanistan.*

## Egyptians Keen on American Style Biz, Strategies

By MCSN John Fischer

The Naval Postgraduate School's School of International Graduate Studies, in cooperation with the Graduate School of Business and Public Policy, sent four contracting students to Cairo to participate in a week of negotiations field exercises.

Cmdr. Steve Sherwood and Air Force Captains Jeremy Morrill, Katrina Curtis and Kelley Poree from the Masters of Science in Contract Management program were selected by Dr. Elisabeth Wright, the program manager for SIGS' International Defense Acquisition Resource Management (IDARM) program, to attend an executive-level short course that would take place for one week at NPS, and one week in Cairo.

Magdi Kamel, an Egypt native, now a professor of Information Systems for IDARM, led the NPS students through a week of environmental preparation before accompanying them to Cairo. He instructed them on the culture and politics of Egypt and what the students could ex-

pect from the Egyptian nationals during the exercise.

"One thing the [Egyptian] students really appreciated was the interactive nature of the exercises," said Kamel. "The education system in Egypt is based on a one-way delivery system. [For the Egyptians] it was very refreshing to be a part of a simulated exercise – especially with American counterparts."

The four American students were attached to a group of 49 Egyptian students. Two scenarios were run during the week in Cairo: the first scenario with the U.S. officers at the helm; the second scenario's negotiations were run by the Egyptians, with the Americans playing the role of team members and offering support.

"The way they approach their negotiations is win-lose: What can I get – I'm here to get everything I can, and not worry about what you want," explained Morrill. "When you go in planning a win-win situation, you know what you need to get out of it, but you also know what you can give."

The experience was not only enriching for the Egyptian team members, but the officers from NPS said they felt the exercise was extremely rewarding.

"In a classroom environment, there's not as much on the line, not as much pressure," said Curtis. "You'll risk more but you'll learn more in a training environment, then you'll be able to focus on what your objectives are in a real negotiation. In a training environment, you can take in more of the culture and understand why they do things the way they do."

"When you have knowledge, that's one thing," said Poree. "When the exchange happens, and knowledge becomes understanding, that's when the real education is taking place. For those who are soon to deploy or be stationed in different parts of the world, it's much better to go somewhere with an understanding of the culture there, as opposed to just having knowledge about the culture."



# ACCREDITATION PROCESS WELL UNDERWAY

By Dr. Fran Horvath

Every 10 years, institutions undergo a reaffirmation of their regional accreditation, and the Naval Postgraduate School is well underway in its re-examination. NPS' accreditation is through the Western Association of Schools and Colleges (WASC) and is required by law (Title 10). NPS was first accredited on June 30, 1955 and its most recent commission action was June 24, 1999.

A WASC team comprised of faculty and administrators from other universities will visit NPS on March 11-13. The team will examine and review NPS capacity to provide high-quality, graduate education, as well as exploring NPS funding, facilities and resources, such as the library, technological support, labs and classrooms. While on campus, team members will interview fac-

ulty, students, administrators and staff seeking input on whether NPS has sufficient resources for its graduate programs. The team will be chaired by Dr. Mary Lyons, President of the University of San Diego and includes faculty and administrators from Stanford, UCSC, San Francisco State University and the University of Maryland.

The visit follows the completion of the Capacity and Preparatory Review (CPR) Report, submitted to WASC in December, 2008. While composed by members of the CPR Task Force, which is chaired by Eleanor Uhlinger, University Librarian, the document received broad review and input from across campus through several drafts. In addition, presentations of findings were made to major NPS governance committees and councils. The final

report was provided to the Board of Advisors during their October meeting.


In addition to the report, the CPR Task Force, with assistance from Library and ITACS staff, created an online portfolio of the report and all its supporting documents. This portfolio has been made available to the visit team and is available on the NPS Web site at <http://intranet.nps.navy.mil/WASC/index.html>.

Each stage of the reaffirmation process must be approved and confirmed by the WASC Commission before the school can move to the next stage.

The final stage of the accreditation reaffirmation is titled Educational Effectiveness Review. A new Task Force has been formed to address that portion of the self study. Chaired by Dr. Doug Moses, Vice Provost

## What Is Accreditation?

"Regional Accreditation is a form of institutional accreditation that involves a comprehensive review of all institutional functions. Regional accrediting organizations do not accredit individual programs, although new programs are actively reviewed through the substantive change process." - From the Web site of the Western Association for Schools and Colleges.

for Academic Affairs, the task force will be reviewing institutional efforts to evaluate the effectiveness of education delivery and identify good practices to improve the process of teaching and learning. The Educational Effectiveness Review Report will be due in Spring 2010 with the team visit in Fall 2010. 

## DRMI Helps Partner Nations "Get More Bang for the Buck"

By Barbara Honegger

For more than four decades, the Defense Resources Management Institute (DRMI) at the Naval Postgraduate School has helped allied and partner nations get more bang for their defense dollar.

"We've been here 43 years providing education in defense resources management," said DRMI Director Professor C. J. LaCivita. "Since our first course in 1965, over 30,000 officers and defense professionals have come through our multidisciplinary programs - 14,000 from all U.S. military services and the Department of Defense and over 16,000 international officers and officials from 162 countries. This is a tremendous record that we're very proud of, and there's still a great need for it.


"Whether here at the Naval Postgraduate School or in DRMI mobile courses around the world, we team-teach exclusively with NPS faculty, and all our course materials are authored by our own instructors, who are experts and leaders in their fields," LaCivita noted.

"This program is extremely valuable as I'm approaching the management stage in my career," said Royal Jordanian Air Force Col. Manhal

Hamdan Mohammed Al Qudah, a wing commander and fighter pilot. "It is also a great honor to have been selected for a program that has been attended by our King Abdullah, as well as by other members of the Royal Family."

In addition to the 11-week course and its mobile international courses, DRMI teaches a four-week Defense Resources Management Course for U.S. and international participants five times a year and a four-week Senior Defense Management Course once a year in the summer.

Many DRMI senior course graduates have been promoted or elevated to the highest ranking positions in their home countries.

Over the last three years, DRMI has also instituted shorter in-residence courses, including two-week programs on risk management and multicriteria decision making; an eight-day program on budget preparation, execution and accountability; and a one-week course on streamlining government through outsourcing, privatization and public-private partnerships. 



*Participants in a recent International Defense Management Course from 24 nations gathered in front of the White House during a field trip, Oct. 28. Photo courtesy of the Defense Resources Management Institute.*

# NPS Foundation Promotes Counter-IED Research

By MC2 Kellie Arakawa

To showcase the Naval Postgraduate School's support for critical research aimed at minimizing ground attacks on soldiers, professors from the school participated in a fall quarterly event on campus, highlighting various educational programs that are working to defeat the use of improvised explosive devices (IEDs).

Army Col. Andy Hernandez, Associate Dean of the Graduate School of Operational and Information Sciences, provided an overview briefing of current IED concerns and research. He cited at least 35 separate studies, involving nearly 50 NPS faculty and their students, as part of the school's work. The magnitude of this effort indicates just how seriously NPS takes this immediate danger to U.S. and coalition forces, he said.

According to Hernandez's briefing, IED attacks have escalated in the last several years and currently represent the number one threat to troops on the ground. To effectively support the Joint IED Defeat Organization's (JIEDDO) efforts to minimize the impact of IEDs and eliminate their strategic influence, NPS has formed a multidisciplinary approach to address this threat.

National Security Affairs Prof. Tom Johnson spoke to members about efforts to cognitively fight IED insurgency by studying Taliban messages and delivering counter-narratives at the local level. Operations Research Prof. Kevin Wood discussed research being conducted to help forces block the smuggling of IED components across Iraqi borders, while Prof. Tom Lucas, Co-Director of the Simulation Experiments and Efficient Designs (SEED) Center for Data Farming, highlighted the use of simulation programs

to maximize the efficiency of surveillance systems. These studies, though discussed with specific cases, are scalable in their application to a wide range of issues that face warfighters and the enterprises that are working to address the IED problem.

In addition, Information Sciences Prof. Ray Buettner discussed the Technology Assessment and Live Experimentation (TALE) program, and Peter Ateshian, Visiting Instructor for the Electrical and Computer Engineering Department, highlighted the importance of robotics research.

"Buettner's work in live experimentation is a cornerstone in understanding the impact of new technologies on the battlefield," Hernandez explained. "It is extremely important for industry to see how their system may be applied in an operational environment and to determine if they are of value to the warfighters."

Robots are currently in use in theater, and the battlefield versions are hardened for combat. Hernandez said Ateshian's studies attempt to build a framework for using state-of-the-art technologies, and that his students develop an appreciation for the complexity of work in robotics and their utility in warfare.

To showcase what they've learned this past quarter, students in Ateshian's systems engineering course offered live demonstrations of their class projects — autonomous robots



*(From left) Naval Postgraduate School (NPS) Professors Tom Lucas, Ray Buettner, Tom Johnson, Visiting Instructor Peter Ateshian and Prof. Kevin Wood gather on the Quarterdeck following their Counter-Improvised Explosive Device (IED) briefings at the NPS Foundation Fall Quarterly Event.*

designed to engage in battles to retrieve mock IEDs.


The event was hosted by the NPS Foundation, which offers support for the school's graduate-level programs and services. Each academic quarter, the Foundation hosts an appreciation event that gives members and potential supporters greater insight into a specific aspect of NPS.

Because IEDs have a significant impact on the war and the lives of our soldiers, the Foundation has taken a deep interest in learning how NPS is working to prevent these attacks, said Executive Director retired Rear Adm. Merrill Ruck. So for the first time, the Foundation's quarterly event featured information about counter-IED research and support programs.

NPS President Daniel Oliver said the numerous approaches to countering IEDs indicate the threat's complexity, which is why it is important for members

of the Foundation to gain a better understanding of what NPS is doing to confront the issue.

"We might never solve this problem, but it is something that we need to stay ahead of and understand," Oliver explained. "The Foundation, which consists of these wonderful, patriotic people who support the critical and strategic missions at NPS, is really important for us and our future, because no university in the country can really compete as an elite research university without private funds."

Ruck also noted the importance of private funding and said that support from the Foundation plays a substantial role in sustaining defense research when government funding may be slow. He cited Physics Prof. Nancy Haegel's research on the Individual Identify Friend or Foe (IIFF) patch as an example of a critical research project that received early assistance from a Foundation member. 



# Facility Upgra





# des to Continue Through 2009

By MC2 Kellie Arakawa

At NPS, beauty isn't just skin deep - for much of 2009, the NPS campus will be receiving a little nip and tuck to not only improve its collegiate and historical image, but upgrade its internal structures as well ...





In the coming year, students, faculty and staff at the Naval Postgraduate School (NPS) will notice increased construction around campus, a visible symbol of the school's commitment to providing the highest-quality educational facilities.

Most recently, Glasgow Hall underwent a \$6.1 million renovation with the addition of a new entrance plaza and two office wings. Ingersoll Hall, which began its \$7 million reconstruction last year, will soon receive new fire systems, air units, improved electrical systems, flooring and updated security features.

For 2009, construction is expected to shift to the south side of campus with major renovations in Root and Spanagel Halls, said Pete Dausen, the Base Director for NPS. Although the projects may take several years to complete, the buildings will eventually receive nearly \$35 million worth of renovations to their internal systems and structures.

To expand available space for the Graduate School of Business and Public Policy, Dausen said an addition to Ingersoll Hall was recently proposed, which would connect the building to the Dudley Knox Library. A suggestion has also been made to transform the parking lot near the Café Del Monte into an extended walkway that would more effectively connect Glasgow Hall to the rest of the campus.

The central quad on campus, a high-traffic hub for six of NPS' academic buildings, will also be receiving enhancements to improve the area's aesthetics. New outdoor furnishings and trash cans have already been placed to complement the school's buildings, and stamped asphalt or brick pathways will soon replace the current concrete and asphalt to enhance the quad's collegiate design.

With the increase in funds available for repairs and maintenance, Public Works is working to correct long-standing infrastructure issues so they can concentrate on preventive maintenance, ensuring the school's renovations and repairs are more sustainable. "This means installation of more efficient building systems, renewable energy technologies and reduction or elimination of excess energy use," said Lt. Cmdr. Matthew McCann, the NPS Public Works Officer. "Over the next few years, the campus will see more solar energy systems; ground source heat pump systems; vastly more efficient heating, cooling and lighting systems; sustainable and earth-

friendly building materials and construction techniques; and further reduction of water and electricity usage."

In preparation for NPS' centennial celebration, Herrmann Hall – the school's administrative headquarters and visiting quarters – will also be receiving minor renovations and interior upgrades.


Dausen said renovations on the building's woodwork, doorways, steps, fireplaces and railings have already begun, and new furnishings and fixtures are expected to arrive in time for the centennial kick-off in May. The floor in the Barbara McNitt Ballroom will also be refurbished, and the ballroom's 83-year-old wall fountain will finally return to working order.

"Herrmann Hall is a very special building," Dausen explained. "It's the historic Hotel Del Monte and it is also the heart of our campus. Because it's the first impression that people get of this great university, we want to enhance it so that it provides a certain image for them."

To more effectively showcase NPS and restore the ambiance and aesthetics of the early 20th century hotel, a design team has begun to draft plans for a new ground floor in the building. Tentative changes include an updated quarterdeck and lobby area, a welcome center, gift shop, executive briefing area, and a combined Morale, Welfare and Recreation (MWR) and Information, Tickets and Travel (ITT) center.

Although construction for the new design may not begin until 2010 and is expected to take years to complete, Dausen believes the changes in Herrmann Hall will provide a unique and memorable experience for NPS visitors.

Dausen further explained that updating base facilities is important to NPS' mission, because it not only provides students, faculty and staff with a well-equipped work environment, but helps improve the school's visibility.

"The fact that we're trying to continuously improve the campus does a great deal to increasing the stature of the Naval Postgraduate School," he said. "The actual stature of the school comes from the great faculty and students that are here, but those great faculty and students really deserve the facilities and the surrounding grounds to be equally as great so that the Naval Postgraduate School can receive all of the credit that it deserves." 





# es Advanced Education Review Board, oves Installation Status for NPS

By MC2 Kellie Arakawa

When the Naval Postgraduate School (NPS) celebrates its 100th year of academic excellence in 2009, it will also welcome two substantial changes brought forth by the Navy's senior leadership, signifying the Department of Defense's long-term commitment to the school's education and research mission.

At the NPS Board of Advisors (BOA) meeting this past October, Chief of Naval Personnel Vice Adm. Mark Ferguson briefed the establishment of the Advanced Education Review Board (AERB), an education governance board that for the first time includes leaders from all three of the Navy's higher-education institutions: the U.S. Naval Academy, the Naval War College and NPS.

Vice Chief of Naval Operations (VCNO) Adm. Patrick Walsh will chair the AERB and serve as the executive agent for the institutions while the Chief of Naval Operations Adm. Gary Roughead will serve as the reporting senior for each school. Under the new organizational structure, the Deputy Chief of Naval Operations (DCNO) Total Force (N1) will be responsible for education policy, requirements and mission funding, and the DCNO Fleet Readiness and Logistics (N4) will be responsible for installation funding, military construction and base operating support.

The AERB will also be tasked with overseeing the Navy's education strategy, policy, execution and resources, and is expected to convene on a biannual basis.

"The governance decision provides a forum for us to discuss educational outreach opportunities, strategies and fundamental things," said NPS President Daniel Oliver. "It also ensures we have adequate and stable mission funding as well as adequate and stable facilities funding."

With the VCNO serving as the chair and executive agent, the AERB will be a highly valuable resource for the school, said NPS Provost Leonard Ferrari (pictured left). "Because of the group's level of seniority in the Navy, they're very strategic and they know where the Navy is going. So this board will be a good place for us to bring new ideas forward and to get some preliminary feedback about the directions that we're heading," he explained.

Dr. Christine Cermak, Vice President of Information Resources, believes the education review board will also provide NPS with higher levels of visibility. "This is a tremendous step forward," she said. "Just having an opportunity to talk about our institutions at a regular venue

that's recognized by the highest levels of Navy leadership is going to be an advantage for all of us."

Coinciding with Ferguson's announcement of the AERB was a proposal by DCNO (N4) Vice Adm. Michael Loose to change the school's designation from Navy facility to Navy installation.

NPS currently serves as a naval facility within Navy Region Southwest, but will soon become an independent installation activity much like the Naval Academy, and include an installation commander with eight to 10 additional staff members.

As a result, students, faculty and staff should notice an immediate increase in custodial services, special project upgrades and building maintenance, said Oliver. The shift to Navy installation also includes a \$3 million increase in funding for the current fiscal year, with a projected \$7 million budget increase for 2010 and an annual \$5 million increase thereafter. Oliver said he expects the transition to take effect immediately, or as soon as practical.

"I see this as a wonderful recognition that we will get ongoing support for lifecycle care of our classroom environment. With a substantial increase in the budget, we will be able to do more, but more importantly, we will be able to improve support of our learning spaces," Cermak stated. "Our faculty and students deserve to have clean, safe, well-functioning and high-technology teaching and learning spaces, and this enhanced funding will permit us to make greater progress in this area."

Ferrari also noted the school's need to update educational facilities, particularly for science and engineering students. With the establishment of the AERB and an increase in funding, he believes NPS will not only be able to provide students with an even higher quality education, but enhance its support for the Navy's new cooperative maritime strategy.

"The senior operational Navy is looking at what we're doing in a much closer way than they have in the past, and I think Adm. Roughead has shown that he is definitely interested in the education of his naval officers," Ferrari added.

"These two major announcements signal President Oliver's very effective advocacy for the Naval Postgraduate School," said Cermak. "It also signals a real change in visibility and attention by the Navy to the Naval Postgraduate School's mission and our aspirations for the future."





# NPS Hosts Seminar: Robust Parallel Computing Architectures for Communications and Secure Applications

By MCSN John Fischer

The NPS Electrical and Computer Engineering department in the Graduate School of Engineering and Applied Sciences, hosted a seminar and panel discussion covering parallel computing architecture for communications and secure applications, Oct. 10, 2008.


David Patterson, the Pardee Professor of Computer Science at the University of California at Berkeley; Andrew Sloss, an ARM Ltd. representative on the Unified Extensible Firmware Interface (UEFI) Committee and Fellow of the British Computer Society; David Flynn, a Fellow in Research and Development at ARM Ltd. and visiting professor at Southampton University, U.K.; and Roger Hughes, a senior market development manager at Actel presented lectures at the seminar.

Patterson began with an open lecture about the use of multiple processors in computer chips. The new theory is to use multiple processors by distributing the workload between them in parallel fashion, effectively increasing computing speed to a rate higher than a single chip could accomplish, he explained.

Sloss discussed programming and software architecture, specifically the key elements of infrastructural architecture in software communication and security, and the necessity of hardware being designed for software, and vice versa.

Flynn lectured on System-on-a-Chip (SoC) architecture, covering big-endian and little-endian byte ordering, and how SoC and parallel architecture will affect both with regards to sub-system integration.

Hughes held the final lecture, in which he explained how failure to account for small circumstances could lead to large and costly fixes. He discussed field programmable gate arrays and the challenges they can present at the architectural and end-user levels based on differences in design.

Douglas Fouts, Associate Dean of Research at NPS, was moderator for the panel that followed the presentations. Patterson, Sloss, Flynn and Hughes fielded questions submitted by NPS faculty and from members of the audience. 

## New Aegis Christened for NPS Hall of Famer *By Barbara Honegger and MCCS(AW/SW) Jacqueline S. Kiel*



Naval Postgraduate School Hall of Fame alumnus retired Rear Adm. Wayne E. Meyer, "Father of Aegis," ship missile defense systems pioneer and founder of real-time shipboard systems engineering, received one of the greatest honors the Navy can bestow when a new Aegis destroyer was christened in his name, Oct. 18, 2008.

The ceremony for the Wayne E. Meyer (DDG 108) at Bath Iron Works was only the third time since the first Aegis cruiser was launched in 1985 that the ship's namesake was present as the champagne bottle broke across the bow – those predecessors being naval icon Arleigh Burke and Paul Nitze. Streamers filled the air and the crowd of 1,500 went wild as Meyer's wife, Anna Mae, held the broken bottle skyward like a living Statue of Liberty with her torch.

"God bless this ship and all who sail on her, and God bless the United States," she said, as the Navy Band played "Anchors Aweigh."

Known for his sense of humor, in an interview after the christening, Meyer quipped of his wife, "They call her 'One-swing Anna Mae.'" He also said she did a beautiful job.

A spry 82, Meyer had another humorous moment in which he said, "You can do whatever you want to with this ship, but remember – I'm still alive," according to an Associated Press report. Meyer also told the ship's commander, Cmdr. Nick Sarap Jr., "This is one of the proudest moments of my life. She's a thing to behold."

A number of VIPs were on hand for the big day in Maine. In addition to the Meyers' extended family, the state's governor and all four members of its Congressional delegation joined Chief of Naval Operations Adm. Gary Roughead, Program Executive Officer for Ships Rear Adm. William Landay III and the Navy's Assistant Secretary for Research, Development and Acquisition Sean Stackley for the ceremony.

With his degree in electrical engineering from NPS, Meyer became a leader in advances in naval electronics throughout his historic career. The Aegis ship defense system he envisioned and shepherded through the Navy bureaucracy uses computers and phased-array radar to track and launch missiles capable of destroying more than 100 targets. The new destroyer – the 58th in its class and the 31st built at Bath Iron Works – cost about \$1 billion and can withstand chemical attacks while simultaneously engaging enemy airplanes, warships and submarines.


It has been said that the Aegis system was unlikely to have been successfully engineered

without Meyer's leadership. He attributes the success of the program to his personal "stubbornness and determination."

Others attribute it to his acquisition acumen. "He was a steadfast, persistent, determined project manager who made it happen," said Director of the NPS Wayne E. Meyer Institute of Systems Engineering Dr. Paul Shebalin, a retired rear admiral. "If it hadn't have been for him, if it hadn't have been for his staying the course, navigating the acquisition and other administrative waters, it wouldn't have happened. He's one of the acquisition heroes of not just the Navy, but of the Department of Defense."

Meyer, after whom the Meyer Institute is named, was inducted into the NPS Hall of Fame on Feb. 23, 2006. In an interview following the ceremony, he looked back on the importance of the Naval Postgraduate School in his career.

"There's no doubt in my mind that NPS helped shape me a lot," he said. "The Navy needs to create and nurture its intellectual capital, and that's precisely the purpose of the Meyer Institute here at NPS."

Shebalin echoed the sentiment. "We in general foster and encourage faculty and students to apply their talents to looking at and answering the high priority questions and issues that are relevant today," he said. "[Admiral Meyer] sees the capabilities of the Navy in large part due to the people, their capabilities, their expertise. He sees the role of complex technological systems as being a combination of technology, hardware and software, and people, and how the people are equipped with software and how they're able to employ those technological systems in an effective way. He sees education as being a big part of that." 

# NPS Professor Edits Groundbreaking Book on Bioweapons

By Barbara Honegger

Two Naval Postgraduate School faculty members have published a groundbreaking book on the critical and complex field of attributing blame for the use of biological warfare agents.


*Terrorism, War, or Disease? Unraveling the Use of Biological Weapons* is the culmination of a two-year effort led by National Security Affairs (NSA) Assistant Professor Anne L. Clunan, former Special Assistant to the Deputy Director, Department of State Office of Soviet Union Affairs. Clunan's co-editor is Dr. Peter B. Lavoy, former Director for Counterproliferation Policy in the Office of the Secretary of Defense and former director of the NPS Center for Contemporary Conflict, now serving on the National Intelligence Council as National Intelligence Officer for South Asia.

The anthology is a collection of historical case studies and essays by some of the world's foremost authorities on the use of biological weapons by state and non-state actors. It is the first to rigorously examine the scientific, political, military, legal and policy challenges

faced by experts and decision makers in deciding if and when bioweapons have been used, and who has used them.

"*Terrorism, War, or Disease?* provides a much needed, detailed and authoritative examination of the issues that have to be addressed to accurately attribute the causes of unusual outbreaks of disease and allegations of biological weapons use," said internationally renowned arms control expert Hans Blix, now executive chairman of the Weapons of Mass Destruction Commission.

"This work is a genuine synthesis of scholarship by writers who are leaders in their field, known for their individual and collaborative scholarship on issues of grave importance and urgency at the intersection of global relations, international crime and public health," said Director of the Center for Biodefense, Dr. Nancy Connell.

Former Secretary of the Navy and noted bioweapons expert Richard Danzig lauded the book as "a real contribution" to the "dark terrain of bioterrorism." 



## NPS Professor Offers Prolific Insight to Nuclear Deterrence

By MCSN John Fischer

Members of the NPS faculty have once again displayed their academic acumen through contributed chapters to the recently published book, *The Long Shadow: Nuclear Weapons and Security in 21st Century Asia*.

Feroz Khan, currently a Lecturer in the Department of National Security Affairs, co-authored the chapter "Pakistan: The Dilemma of Nuclear Deterrence" along with former faculty member Dr. Peter R. Lavoy, who served as Director of the Center

for Contemporary Conflict and Senior Lecturer in the Department of National Security Affairs during his time at NPS.

Dr. James J. Wirtz, Dean for the School of International Graduate Studies and Professor in the NSA Department, also contributed to *The Long Shadow* with a chapter discussing the United States' Nuclear Policy; and Dr. S. Paul Kapur, an Associate Professor in the NSA wrote a chapter discussing the prospects of nuclear terrorism across Asia.

"The principal theme for the 'Deterrence' chapter was the brainchild of Dr. Lavoy," claimed Khan. "He and I worked hard to identify roles of nuclear weapons in national security and how nuclear weapons influence or not influence in matters of national security."

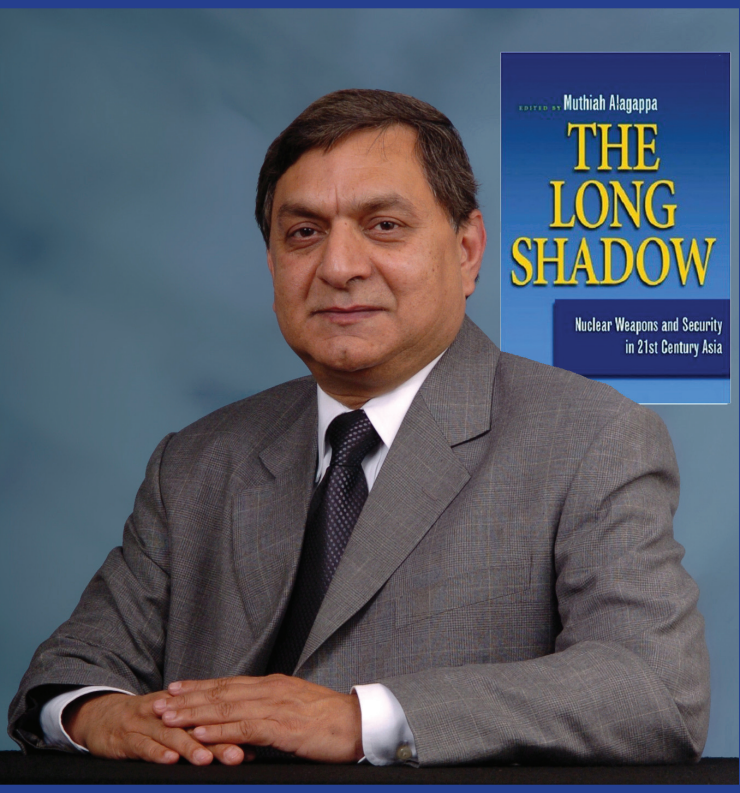
Khan retired from the Pakistan Army as a Brigadier General, and had last served as the Director for Arms Control and Disarmament Affairs within the Strategic Plans Division at Joint Services Headquarters.

The discussion throughout the book is on the cascading effect of security and nuclear proliferation, explained Khan.

"This competition is intense in South Asia. There is a context to a country's acquiring of nuclear weapons," said Khan. "[The book] looks into the role of nuclear weapons in security and looks into other aspects of nuclear weapons: what it means to be a nuclear power; how does it affect security strategies and regional power balance; and what impact does it have upon system shifts in international relations."

He explained that every author who contributed to *The Long Shadow* is highly rated and highly recruited internationally in the field of nuclear weapons. "All the authors are very carefully selected by the editor, Muthiah Alagappa," Khan explained.

"Personally speaking as a retired military officer now becoming a scholar this is quite a credit," said Khan of the opportunity to offer his writing to *The Long Shadow*.





# Systems Engineering Students Confront Maritime IED Threat

By MC2 Kellie Arakawa

Naval Postgraduate School students from the Systems Engineering Analysis (SEA) program presented, on Dec. 11, 2008, the findings of their capstone project, addressing the threat of maritime improvised explosive devices (MIEDs) in U.S. ports.

Jointly operated by the Operations Research and Systems Engineering (SE) Departments, SEA provides unrestricted line officers a foundation in analysis and systems engineering. According to SE Prof. Chuck Calvano, students in the program are required to complete a capstone project that introduces them to the "analytical, political, strategic, tactical and

technical issues surrounding an important Navy problem – and more importantly – an understanding of a repeatable process that can be utilized for many problems."


Based on inputs from OPNAV N8F and Commander, U.S. Third Fleet, the SEA-14 student team was tasked with designing a system of systems to address threats posed to U.S. ports by MIEDs. According to the team, underwater explosive devices pose a significant threat because they are cheap, easy to obtain, and are difficult to prevent and respond to.

Lt. Bobby Rowden, the SEA-14 project manager, outlined the need for an effective, joint

operational strategy to address the high-impact threats to the country's waterways. His team concluded that an adaptive force package (AFP) based on the Talisman Autonomous Underwater Vehicle and another AFP based on the unmanned vehicle sentry provide the highest level of performance for the lowest cost, while also offering the most effective long-term solutions.

The students also noted the importance of establishing national objectives that include a list of priority ports and response and recovery timelines. They emphasized the need for ports to take local action by identifying critical infrastructure

and key assets as well as developing a communication system that can be used in the event of an attack.

Associate Prof. Gene Paulo, faculty advisor for SEA-14, called the group's project an outstanding research effort aimed at an extremely complex problem. "This is the sixth SEA project that I have led as the faculty advisor, and clearly the overall quality of the research and final report from SEA-14 is the best yet," he said. "Not only is their work of great interest to DoD (Department of Defense) and Navy leadership, but the quality is such that I expect an edited version of it to be published in a relevant journal." 

## SSE Students Brief Space Brain Trust on 'Holy Grail' Satellite Design

By Barbara Honegger

Rear Adm. Victor See, Jr., a Naval Postgraduate School alumnus (Aeronautical Engineering and Naval Avionics, 1989) who wears a triple hat as Director of the National Reconnaissance Office (NRO) Communications Directorate, Commander of SPAWAR's Space Field Activity and the Navy's Program Executive Officer for Space Systems, joined senior space experts from the military, federal government and aerospace industry for the final review of Systems Engineering and Operations (SSE/SSO) students' Capstone Spacecraft Design Project, Sept. 23.


The daylong briefs by 11 officer students covered all aspects of their cutting-edge design for a multi-mission, operationally-responsive spacecraft carrying an infrared-imaging payload in sun-synchronous, low-earth orbit.

"These students took on the 'Holy Grail' of spacecraft design – an open-architecture, low-cost, field-programmable reconnaissance and surveillance satellite that can be specially configured, launched on short notice and tasked by ground users to respond to immediate tactical imaging needs," said NPS Distinguished Prof. Brij Agrawal, Director of the NPS Spacecraft Research and Design Center and lead faculty member overseeing the project. "In just three quarters, they came up with a very challenging design that addresses a key national goal. Where but NPS could

students have the benefit and the honor of an entire day of in depth feedback from 20 of the nation's most experienced leaders in advanced spacecraft design, including Admiral See and the president and CEO of The Aerospace Corporation?" Agrawal noted.

"The Capstone project is a great team learning experience where all the pieces come together and the real education in the SSE curriculum happens," said spacecraft design team leader Lt. Cmdr. J. Allen Blocker, an F-14 pilot and engineering duty officer. "We had surface warfare and submarine officers; E-2, P-3 and

fighter pilots; a flight officer; and an Air Force space operations Global Positioning System specialist on our team."

"These presentations have been top quality," See told the students at the end of the briefs. "What a learning experience this has been, and what great exposure to all these complex and interrelated problems. You've tackled a profound national challenge with technical depth and expertise. And you've all done such a great job with your analyses on the big ticket items, I think you should stay on an extra quarter." 



Left to right: Air Force Capt. Maggie Sullivan, Lt. Tom Childers, Lt. Nate Walker, Lt. Cmdr. Tanya Lehmann, Cmdr. Mike Tsutagawa, Lt. Scott Williams, See, Lt. Chance Litton, Lt. Cmdr. Joe Cascio, Lt. Cmdr. Troy Hicks, student team leader Lt. Cmdr. Allen Blocker, and Lt. Mark Gerald

## Military Faculty Member Gains New Insight From Tour With Gen. Petraeus

By MC2 Kellie Arakawa

Lt. Col. Lee Ewing, an assistant professor from the Naval Postgraduate School Operations Research (OR) Department, returned last fall from a pivotal nine-month deployment working for Gen. David Petraeus, the former commanding general for Multi-National Force-Iraq (MNF-I) and current commander for U.S. Central Command.

Due to his experience as an OR Systems Analyst and former Army Special Forces officer, Ewing was asked to join Petraeus' Commander's Initiative Group (CIG). "The commanding general was very concerned about having someone there he could trust to look over the numbers," Ewing said. "There were two things he told me: 'If it's bad news, don't dress it up, and especially with numbers, make sure we're right.'"

With help from fellow staff members and other MNF-I units, Ewing tracked more than a dozen primary statistics for the general each week and prepared those numbers for briefings with the president, secretary of defense, visiting delegations and members of Congress.

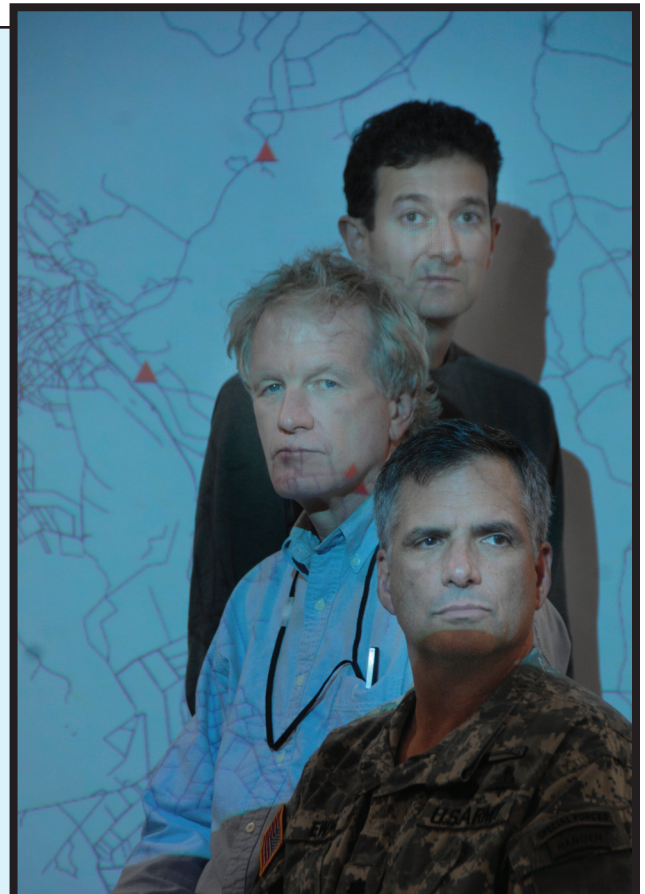
"I would provide analysis of the statistics for everything from civilian deaths, military deaths and the number of IEDs to car bombs, caches found and cleared, and sectarian violence," Ewing explained. "As my time there progressed, we still collected security data, but then the challenge turned to collecting and

analyzing more political, economic and social types of information. That effort is still ongoing."

Despite many 17-hour workdays, Ewing still managed to remain engaged with his research at NPS, and even had the opportunity to present his department's research efforts to Petraeus. Ewing received very positive feedback for an improvised explosive device interdiction model, which he had worked on with OR Professors Kevin Wood and Javier Salmeron. "He [Petraeus] was convinced that this would be a great asset to Multi-National Corps – Iraq and to a couple of brigades in particular ... so that was great feedback," he added.

After returning from Iraq, Ewing began developing a new agenda for his career. While he was once eyeing retirement, Ewing said he now plans to continue his career in the Army. Additionally, his new goal is to expand his ties between NPS and the operational units that might benefit from the school's research.

"I'm trying to leverage some of the connections I've made while I was over there to bring in more research here," Ewing said.



(From top) Operations Research Professors Javier Salmeron, Kevin Wood, and Lt. Col. Lee Ewing are spotlighted by a road network map of Iraq.

"We have fantastic faculty; some of them are world-class experts in what they do. So figuring out how to leverage this brainpower for the war-fighter – that's my new agenda."

## Distinguished Professor Brij Agrawal Elected AIAA Fellow

By Barbara Honegger

Just to show that it sometimes does take a rocket scientist, Distinguished Professor of Mechanical and Aeronautical Engineering and Director of the NPS Spacecraft Research and Design Center Brij Agrawal – a world leader in satellite communications, relay mirror spacecraft, high-energy lasers and adaptive space optics – was elected a Fellow of the American Institute of Aeronautics and Astronautics (AIAA), the premier professional society for aerospace sciences, Nov. 25, 2008.

An AIAA fellowship is the highest distinction bestowed by the global professional organization dedicated to the science, technology, engineering and arts of aeronautics and astronautics. AIAA made the formal announcement in a press release Dec. 1.

"Dr. Agrawal joins a group of Fellows of great distinction in aerospace, including many of the most famous names in American aviation and space history including Orville Wright of the Wright Brothers; Shuttle astronaut, commander of the Naval Space Command and NASA Administrator Admiral Richard Truly; and captain of the first Shuttle flight Captain Robert Crippen," said world renowned space physics expert and AIAA Executive Director, former Air Force Gen. Robert Dickman.


"It's a great honor to be included in the company of people like Gen. Bob Dickman and Admirals Richard Truly and Thomas Betterton,

now our own NPS Chair of Space Technology," Agrawal said. "It's a great satisfaction to be recognized by your international colleagues in this way and it will add to the solid credibility of the cutting-edge, space-related research and education we do here at NPS."

"Being elected an AIAA Fellow is a major recognition of one's research and academic contributions to the field," said Dean of the Graduate School of Engineering and Applied Sciences Sivaguru Sritharan. "This is a well deserved and long due recognition of this outstanding NPS scholar who has educated hundreds of military officers and government civilians in space system engineering, and whose scientific work has brought a far-reaching reputation to the university."

Agrawal will receive his Fellows pin at the AIAA Fellows Dinner in Crystal City, Va., on May 12, and be recognized at the black-tie Aerospace Spotlight Awards Gala the following night at the Ronald Reagan International Trade Center in Washington, D.C.

"My wife is getting really excited about this," he said with a smile. "And so am I."

The newly minted AIAA Fellow then paused, eyebrows raised ever so slightly, and added, "I've never been in black tie." 



# Chief of Naval Personnel Rallies Record Fall Graduating Class

By Barbara Honegger

Chief of Navy Personnel and Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education, Vice Adm. Mark Ferguson III, rallied one of the largest graduating classes in Naval Postgraduate School history at the Fall 2008 commencement ceremonies, Dec. 19.

"Vice Admiral Ferguson is one of the strongest supporters of the Naval Postgraduate School we have in Navy leadership today, and we're all grateful for your advocacy and support," NPS President Daniel Oliver said in introducing the Navy's 55th manpower chief.

In his address, Ferguson recalled his own NPS commencement (Computer Science with distinction, 1984) over two decades earlier.

"It's a distinct honor for me to be back at NPS speaking to one of the largest graduating classes NPS has ever produced," Ferguson said. "In looking over your thesis topics, I'm very impressed with the range of your research, which represents a tremendous investment by your service and will be of lasting value to the nation and the Department of Defense."

Ferguson honed in on the importance of fostering diversity and a "culture of mentorship" in their future commands.

"By 2042, minorities will become the [collective] majority of the U.S. population, so reaching out and tapping this diversity is a strategic imperative for us," he said. "Competition for talent is increasingly intense and we're doing everything we can to capture the very best – wherever and whoever they are – and to nurture them and give them the support they need to serve."

"To realize the Navy's goal of being a Top-50 employer, one of the most important actions you can take in your careers is to mentor young people," he stressed. "In the organizations you lead, find ways to create a mentoring culture."

"The fact that you're graduating from NPS proves you've developed the intellectual rigor the Navy needs to think and lead anew, to be bold and to inspire," the personnel chief concluded. "You're up to the task and the nation needs you. I wish you all 'Fair winds and following seas.'"

After the ceremony, graduates and their family members gathered in the Barbara McNitt Ballroom for the official cake cutting, featuring Oliver, Provost and Executive Vice President Leonard Ferrari and top graduate Lt. Cmdr. Joseph Cascio, winner of the Monterey Council of the Navy League Award for Highest Academic Achievement.

Immediately following the cake cutting, Oliver presented Ferguson and fellow 1984 NPS classmate Army Lt. Gen. Thomas Turner, now Commanding General of United States Army North (Fifth Army), with Distinguished Alumni Awards. Ferguson graduated with distinction in computer science, and Turner with distinction in Systems Technology/C4I, both in 1984.

Turner had flown in from Texas to support the sole Fall 2008 graduate from Army North, retired Air Force Lt. Col. and C-130 pilot Vincent Sharp, a civil support readiness exercise specialist who earned a Master of Arts in Homeland Security.


"When I was at NPS back in the '80s, there was great interest by the Army to get soldiers

who were operators into C4I, and I was fortunate to have been one of those," Turner said. "My classmates from that group have done very well, reaching the highest ranks in the Army."

As they compared notes and exchanged goodbyes with fellow classmates, some of the freshly-minted grads looked back on the previous 18 months to two years at NPS.

"The best part of the NPS experience is that it gives you a pause in your operational career to reflect on what's really important for the future of your service and the military," said Army Maj. Neil Snyder, a graduate in Defense Analysis.

"Being able to interact with members from the other services and international students, and to get their perspectives on what we're [the U.S.] doing, is invaluable," said Defense Analysis graduate Army Maj. Daniel Hedman. "You can't get that anywhere else but the Naval Postgraduate School."

"I wouldn't trade being at NPS for anything," said Army Maj. Anthony Gibbs, who earned an MBA from the Graduate School of Business and Public Policy. "Not anything." 

Chief of Naval Personnel Vice Adm. Mark Ferguson III



# Fall Graduation Awards Ceremony Honors Top NPS Students, Faculty

By MCSN John Fischer

A total of 51 students, faculty and staff members of the Naval Postgraduate School were honored during the Fall Graduation Awards Ceremony in King Hall, Dec. 9, 2008.

Capt. Kathryn Hobbs, the Dean of Students, received the First Command Leadership Award.

Christopher M. Brophy, Assistant Professor of Mechanical and Astronautical Engineering and a member of the Space Systems Academic Group, received the Carl E. and Jesse W. Menken Annual Faculty Award for Excellence in Scientific Research.

Bill Gates, Associate Professor of Economic Analysis and Defense Resource Allocation,

Business Modeling, and Quantitative Methods in Management, received the Louis D. Liskin Award for Teaching Excellence.


Retired Capt. Paul Shemella, Lecturer for the Center for Civil-Military Relations, received the Lieutenant Commander David L. Williams Outstanding Professor Award.

Lt. Col. Karl D. Pfeiffer, Assistant Professor of both Information Science and Meteorology, received the Military Officers Association of America Joint Service Warfare Award.

Doyle C. Daughtry, Senior Lecturer of Applied Mathematics, and Cliff Whitcomb, Assistant Professor of Systems Engineering, received

the Northrop Grumman Faculty Award for Excellence in Systems Engineering and Analysis.

Mark R. Stevens, Senior Lecturer of Systems Engineering, and Ronald Fricker, Associate Professor of Operations Research, received the Meyer Award for Teaching Excellence in Systems Engineering.

Lt. Cmdr. Joseph A. Cascio received the Monterey Council Navy League Award for Highest Academic Achievement, the school's highest student award, and the Astronauts' Capt. Michael J. Smith and Cmdr. William C. McCool Astronautics Award. 

## Full List of Student Awardees

The following members of the Fall 2008 Class were also recognized for their outstanding achievements:

The Louis D. Liskin Award for Excellence in Business and Public Policy – Lt. Brooke Zimmerman

The Assistant Secretary of the Air Force (Acquisition) Award for Academic Excellence – Capt. Katrina Curtis

Cmdr. Philip A. Murphy-Sweet Memorial Award for Excellence in Acquisition – Lt. Cmdr. Michele LaPorte

The Louis D. Liskin Award for Excellence in Regional Security Studies – Lt. Jeffrey D. Betz

The Graduate School of Business and Public Policy Faculty Outstanding International Student Award – Maj. Boon Kwan, Singapore Navy, and Maj. Irene Tan, Singapore Army

Capt. David S. Bill, Jr., Leadership Award – Maj. James Hackbarth

The Outstanding United States Air Force Graduate Award, Department of National Security Affairs – Maj. James Hackbarth

The Hans Jones Award for Excellence in Thesis Research in Special Operations and Irregular Warfare or Security, Stabilization, Transition and Reconstruction – Lt. Mark “Clint” Burke and Maj. Eric Self

Association of the United States Army, General Joseph W. Stilwell

Chapter, Award for Outstanding Army Student – Maj. Peter J. Twedell

The Tillman Award – Maj. Peter J. Twedell

Naval Intelligence Foundation, Admiral B.R. Inman Award for Outstanding Performance in The Field of Intelligence – Lt. Jeff Molineux

The Northrop Grumman Student Award for Excellence in Systems Engineering and Analysis – Lt. Bobby Rowden

Meyer Award for Outstanding Student in Systems Engineering (Integrated Projects) – Lt. Richard Jimenez and Lt. Julio Nilsson

Naval Postgraduate School Outstanding Academic Achievement Award for Department of Defense Student – Maj. Edward Blakiston

Department of the Navy Award for Academic Excellence in Financial Management – Maj. Edward Blakiston

The School of International Graduate Studies Outstanding International Student Award – Lt. j.g. Ioannis Kizanis, Hellenic Navy

Naval Postgraduate School Outstanding Academic Achievement Award for International Students – Capt. Lior Harari, Israeli Army

Naval Postgraduate School Superior Service Award – Capt. Jeremiah Kirschman

Marine Corps Association Superior Service Award for Out-

standing U.S. Marine Student – Maj. Bryan Forney

Naval Sea Systems Command Award for Excellence in Combat Systems – Maj. Bryan J. Forney

Air Force Association Award for Outstanding U.S. Air Force Student – Capt. Ryan Schiffner

The Surface Navy Association's Award for Excellence in Surface Warfare Research – Lt. Brandon M. Booher and Lt. Derek S. Waisanen

Armed Forces Communications and Electronics Association Award – Maj. Danny Ho Kah Wei, Republic of Singapore Air Force

Rear Admiral Grace Murray Hopper Computer Science Award – Chaun Lian Koh

Commander George L. Phillips Modeling, Virtual Environments, and Simulation Award – Kim Soo Ong, Singapore Navy

Space and Naval Warfare Systems Command Award in Electronic Systems Engineering – Lt. j.g. Leonidas Drakopoulos, Hellenic Navy

Naval Sea Systems Command Award in Naval/Mechanical Engineering – Lt. Jeremiah Cheatum

The Space Systems Engineering Award for Academic Excellence – Capt. Margaret Sullivan

Rear Admiral Thomas R. McClellan Award for Academic Excellence in the Graduate School of Business and Public Policy – Lt. Cmdr. James Moonier

Naval Supply Systems Com-

mand Award for Academic Excellence in Management – Lt. Cmdr. Brian Johnson

Conrad Scholar Award for Distinguished Academic Achievement in Financial Management – Lt. Cmdr. Michael Borrelli

The Army Acquisition Corps Award for Scholastic Achievement – Maj. Anthony Gibbs

American Society of Military Comptrollers Award for Excellence in Research (Graduate Level) – Lt. Javier Figueroa

The Rear Admiral Donald R. Eaton Logistics Award for Outstanding Achievement – Maj. Mark McGovern

Awards presented in absentia: Meyer Award for Outstanding Student in Systems Engineering (Distance Learning) – Mr. Preston R. Graham, Ms. Bonita Rose Davia and Mr. John Paul Schofield III

The Zimbardo Award for Graduates of Master in Arts National Security Studies (Homeland Defense and Security) Department of National Security Affairs – Mr. Gregg Golden

The Cutis H. “Butch” Straub Achievement Award – Ms. Christina Bell

Rear Admiral Thomas R. McClellan Award for Academic Excellence in the Graduate School of Business and Public Policy – Cmdr. Len Haidl



# Celebrating the NPS Family, as the School Turns 100

By Erica Olsen

The pages of the old scrapbooks are brown and brittle with age. The women wear full-skirted taffeta dresses. And they are identified by their husbands' names, not their own.

The photographs may be black-and-white, but the social events of 50 years ago leap out vividly, in all their formality and fun. Teas and luncheons. Fashion shows and dinner dances. An annual Western barbecue, complete with pony rides for the children.

This was family life at the Naval Postgraduate School, as documented by the school's Staff Wives Club. Today, some of their scrapbooks are housed at the Dudley Knox Library.

"These scrapbooks are a true treasure," said John Sanders, the library's Special Collec-

tions Manager. "They are now an important part of the Knox Library's archives and special collections."

The library houses two scrapbooks covering the years from 1955 to 1961. The oversize volumes contain photographs and newspaper clippings attached with tape or glue to acidic paper. In Special Collections, the scrapbooks have been housed in acid-free boxes to slow deterioration.

As NPS prepares to celebrate its centennial, items such as the scrapbooks are proving to be a rich source of information about life at the school. Sanders will use historic photographs from the school's archives in a timeline covering 100 years of NPS history. The timeline will be installed outdoors along the

Root Hall walkway. Sanders is also curating "Hidden History: Untold Stories of the Naval Postgraduate School," an exhibition at the Monterey Maritime and History Museum opening in May 2009.

The Staff Wives Club was founded in 1947, when the Naval Postgraduate School was still located at Annapolis. The club welcomed newcomers, threw farewell parties, and helped to create a sense of home for spouses and families.

The Staff Wives Club also changed with the times. According to current club president Madge Williams, the arrival of Rear Admiral Marsha Johnson Evans as superintendent in 1995 spurred a name change to the Old Del Monte Club. (Traditionally, the wife of the school


superintendent served as honorary president.) The organization is now known simply as the Del Monte Club.

"The scrapbooks really show the lives of people in the NPS community – the families, as well as the students, faculty and staff," said Kari Miglaw, Director of Alumni Relations. "This is a side of the NPS story that doesn't always get told."

Miglaw is organizing the Centennial Reunion scheduled for Memorial Day weekend, May 22-25, 2009. Unlike typical alumni reunions, many of the weekend's events will be open to current and former faculty and staff and their families. The community-wide events will include campus tours, departmental open houses and public programs related to the Maritime Museum exhibition.

"Centennial is for everyone," Miglaw emphasized. "If you're connected to NPS, you're invited."

Who knows – 50 or 100 years from now, people might study photographs of the NPS Centennial Reunion to see what life was like back in 2009.

For more information about the reunion or other centennial events, go to [www.nps.edu/100](http://www.nps.edu/100) or contact the Alumni Relations Office at [alumni@nps.edu](mailto:alumni@nps.edu) or 831-656-2077. 



*A tea party welcoming new faculty wives at the campus home of C. Tod Singleton, June 1955. Left to right: Mrs. John Turnbull, Mrs. Daryl Mitton, Mrs. Frank Boddy, Mrs. C. Tod Singleton, Mrs. E. T. Schreiber, and Mrs. Richard Sielaff. Photo courtesy of Special Collections, Dudley Knox Library*



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## Sign up. Stay connected.

*Join the alumni online community at  
[www.nps.edu/alumni](http://www.nps.edu/alumni)*

- ✦ Great opportunities to learn more about the growing population of alums, and their accomplishments after their time here at the school.
- ✦ Updates on the NPS centennial events in 2009 and 2010.
- ✦ A personal profile page to allow classmates and the Alumni Relations Office a way to contact you.
- ✦ Be a part of an organic community, as we change with the ever changing online network
- ✦ Create an account
- ✦ Register for a centennial event
- ✦ Post a note





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